

**REPORT OF THE COMMITTEE ON LEGISLATION,
INTERGOVERNMENTAL AND VETERANS RELATIONS**

May 13, 2008

The Honorable,
The Board of Commissioners of Cook County

ATTENDANCE

Present: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Claypool, Collins, Daley, Gorman, Goslin, Maldonado, Moreno, Murphy, Peraica, Quigley, Schneider and Sims (16)

Absent: Commissioner Steele (1)

Also Present: Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau; David Small – Chief Operating Officer, Bureau of Health Services; Daniel Cantrell – 7th Congressional District Director, Office of Congressman Danny Davis; David Carvalho, JD – Deputy Director of Policy, Planning, and Statistics, Illinois Department of Public Health; Quin R. Golden – Associate Vice President of Strategic Affiliations and Urban Health Initiative, University of Chicago Medical Center; Benn Greenspan, PhD, MPH, FACHE – MHA Program Director and Clinical Associate Professor, University of Illinois at Chicago School of Public Health; Barbara J. Hillman – Partner and Associate, Cornfield and Feldman; Heather E. O'Donnell, JD, LLM – Policy Director for Health Care and Human Services, Center for Tax and Budget Accountability; Jorge Ramirez – Secretary Treasurer, Chicago Federation of Labor; Andrea Zopp – Executive Vice President and Chief Human Resources Officer, Exelon Corporation

Court Reporter: Anthony W. Lisanti, C.S.R.

Ladies and Gentlemen:

Your Committee on Legislation, Intergovernmental and Veterans Relations of the Board of Commissioners of Cook County met pursuant to notice on Tuesday, May 13, 2008 at the hour of 10:00 A.M. in the Board Room, Room 569, County Building, 118 North Clark Street, Chicago, Illinois.

Your Committee has considered the following item and upon adoption of this report, the recommendations are as follows:

293931 **CANDIDATES FOR THE INTERIM BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH (APPOINTMENTS).** Transmitting a Communication from Todd H. Stroger, President, Cook County Board of Commissioners, dated May 2, 2008.

I would like to thank the members of the Nominating Committee for the work they have done and most importantly for putting together a list of 20 excellent candidates. This has been a difficult process, in that, all of the

candidates offered have certain skills that make them viable candidates to enhance this Independent Board. In putting together this list, I have attempted to look at the following two key factors:

- (1) I want a balanced board with diverse skill sets needed to address the problems we face in a large complex public health network such as ours; and
- (2) I want a board that reflects the cultural, gender and racial diversity of our County.

Additionally, I attempted to the best of my abilities, to be certain that there were no potential conflicts of interest in the members I have selected.

As stated above, I feel all of the candidates provided are excellent; thus, I will not address any questions that relate to why I did not select a particular individual. Instead, I would recommend to any person that wishes to offer someone else to consider, who they would remove from the list I have put forth.

Before I give you the names I recommend, I call upon the Cook County Board of Commissioners to improve the ordinance drafted on the night of the budget meeting because such language fails to address critical issues such as Procurement, how Human Resources will function as it relates to this new board and the County, what occurs when there is a vacancy on the board or whether the Inspector General will have jurisdiction over the new board.

Provided for below are my recommendations that I will offer to the Board of Commissioners for their approval:

Recommended List

1. Daniel Cantrell
2. David Carvalho
3. Jorge Ramirez
4. Heather O'Donnell
5. Norman Bobins
6. Andrea Zopp
7. Barbara Hillman
8. Quin Golden
9. Benn Greenspan

- * Referred to the Committee on Legislation, Intergovernmental and Veterans Relations on May 7, 2008.

Chairman Suffredin explained the procedures that would be used for the meeting. First, testimony from the public would be taken on all proposed nominees. Next, each proposed nominee would provide a brief presentation of their qualifications, after which committee members would be given the opportunity to ask questions of the proposed nominee. Finally, the committee members would take a roll call vote on each proposed nominee after all had presented to the Committee.

The proposed nominees presented in the following order:

1. Andrea Zopp
2. Heather O'Donnell
3. Barbara Hillman
4. Jorge Ramirez
5. Quin Golden
6. Benn Greenspan
7. David Carvalho
8. Daniel Cantrell

Chairman Suffredin noted that the ninth proposed nominee, Norman Bobins, had written a letter to President Stroger withdrawing his name from consideration. He would therefore not be presenting to the Committee.

Chairman Suffredin asked the Secretary to the Board to call upon the registered public speakers, in accordance with Cook County Code, Sec. 2-108(dd):

- | | | |
|----|-----------------------|---|
| 1. | Patrick Keenan-Devlin | Legislative Director, Citizen Action Illinois |
| 2. | Lester Crown | Chairman, Civic Committee of the Commercial Club of Chicago
(written statement provided – Attachment #1) |
| 3. | Eden Martin | President, The Commercial Club of Chicago
(written statement provided – Attachment #2) |
| 4. | Laurence Msall | President, Civic Federation |
| 5. | George Blakemore | Concerned Citizen |
| 6. | Margie Schaps | Executive Director, Health and Medicine Policy Research Group |
| 7. | Lynne Johnson | Director of Advocacy, Chicago Foundation for Women |
| 8. | Gary Fritz | Midwest Director, National Nurses Organizing Committee |

Vice Chairman Silvestri requested that two communications received from the Civic Committee of the Commercial Club be made a part of the record. (See Attachment #3.)

Andrea Zopp provided a brief overview of her qualifications, which was followed by a question and answer session with the committee members.

Heather O'Donnell provided a brief overview of her qualifications, which was followed by a question and answer session with the committee members.

During Ms. O'Donnell's presentation and question and answer session, Commissioner Butler requested leave to ask a question of David Small, Chief Operating Officer of the Bureau of Health Services, pertaining to a statement made by Ms. O'Donnell that the County does not collect for Medicaid.

Chairman Suffredin ruled Commissioner Butler's request out of order.

Commissioner Butler challenged the ruling of the Chair and requested a Roll Call.

On the question of whether to sustain the ruling of the Chair, a roll call was taken, the vote of yeas and nays being as follows:

ROLL CALL TO SUSTAIN RULING OF THE CHAIR

Yeas: Chairman Suffredin and Commissioners Daley, Maldonado and Peraica (4)

Nays: Commissioners Beavers, Butler, Goslin, Moreno, Murphy, Schneider and Sims (7)

Absent: Vice Chairman Silvestri, Commissioners Claypool, Collins, Gorman, Quigley and Steele (6)

The motion to sustain the ruling of the Chair FAILED.

David Small, Chief Operating Officer of the Bureau of Health Services, responded that, yes, the Bureau does collect for Medicaid. He stated that the Bureau, under its current set of staffing and systems, does make every attempt to bill for every patient for which Medicaid eligibility is determined. He added that the Bureau has made improvements within the past eighteen months, by reducing the number of rejections and getting the bills out the doors much quicker.

The proposed nominees resumed their presentations to the Committee.

Barbara Hillman provided a brief overview of her qualifications, which was followed by a question and answer session with the committee members.

Jorge Ramirez provided a brief overview of his qualifications, which was followed by a question and answer session with the committee members.

Quin Golden provided a brief overview of her qualifications, which was followed by a question and answer session with the committee members.

Benn Greenspan provided a brief overview of his qualifications, which was followed by a question and answer session with the committee members.

David Carvalho provided a brief overview of his qualifications, which was followed by a question and answer session with the committee members.

Daniel Cantrell provided a brief overview of his qualifications, which was followed by a question and answer session with the committee members.

Vice Chairman Silvestri, seconded by Commissioner Moreno, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Heather O'Donnell to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF HEATHER O'DONNELL TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin and Commissioners Beavers, Butler, Daley, Moreno, Peraica and Sims (7)

Nays: Vice Chairman Silvestri and Commissioners Claypool, Gorman, Goslin, Murphy, Quigley and Schneider (7)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm FAILED.

Vice Chairman Silvestri, seconded by Commissioner Sims, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Andrea Zopp to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF ANDREA ZOPP TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Daley, Gorman, Goslin, Murphy, Schneider and Sims (8)

Nays: Commissioners Butler, Claypool, Moreno, Peraica and Quigley (5)

Present: Commissioners Beavers and Collins (2)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Butler, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Barbara Hillman to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF BARBARA HILLMAN TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin and Commissioners Butler and Murphy (3)

Nays: Vice Chairman Silvestri and Commissioners Claypool, Daley, Gorman, Goslin, Moreno, Peraica, Quigley and Schneider (9)

Present: Commissioners Beavers, Collins and Sims (3)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm FAILED.

Vice Chairman Silvestri, seconded by Commissioner Moreno, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Jorge Ramirez to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF JORGE RAMIREZ TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Daley, Gorman, Goslin, Moreno, Murphy, Schneider and Sims (11)

Nays: Commissioners Claypool, Peraica and Quigley (3)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Butler, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Quin Golden to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF QUIN GOLDEN TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Daley, Gorman, Goslin, Moreno, Murphy, Schneider and Sims (11)

Nays: Commissioners Claypool, Peraica and Quigley (3)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Butler, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Benn Greenspan to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF BENN GREENSPAN TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Daley, Gorman, Goslin, Murphy, Schneider and Sims (10)

Nays: Commissioners Claypool, Moreno, Peraica and Quigley (4)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Moreno, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of David Carvalho to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF DAVID CARVALHO TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Butler, Daley, Gorman, Goslin, Moreno, Murphy, Peraica, Schneider and Sims (11)

Nays: Commissioners Claypool and Quigley (2)

Present: Commissioners Beavers and Collins (2)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Beavers, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Daniel Cantrell to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF DANIEL CANTRELL TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Commissioners Beavers, Butler and Moreno (3)

Nays: Vice Chairman Silvestri and Commissioners Claypool, Daley, Gorman, Goslin, Murphy, Peraica, Quigley, Schneider (9)

Present: Chairman Suffredin and Commissioners Collins and Sims (3)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm FAILED.

Having voted on the prevailing side, Vice Chairman Silvestri, seconded by Commissioner Peraica, moved to reconsider the vote by which the nomination of Heather O'Donnell was rejected. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO RECONSIDER THE VOTE BY WHICH THE NOMINATION
OF HEATHER O'DONNELL TO THE INTERIM BOARD OF DIRECTORS
OF THE COOK COUNTY BUREAU OF HEALTH WAS REJECTED
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Daley, Moreno, Peraica and Sims (8)

Nays: Commissioners Claypool, Gorman, Goslin, Murphy, Quigley and Schneider (6)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to reconsider CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Peraica, moved to concur with the recommendation of the President (Communication Number 293931) and to confirm the nomination of Heather O'Donnell to the Interim Board of Directors of the Cook County Bureau of Health. A Roll Call was taken, the vote of yeas and nays being as follows:

**ROLL CALL TO CONCUR WITH THE RECOMMENDATION OF THE PRESIDENT
AND TO CONFIRM THE NOMINATION OF HEATHER O'DONNELL TO THE INTERIM
BOARD OF DIRECTORS OF THE COOK COUNTY BUREAU OF HEALTH
(COMMUNICATION NUMBER 293931)**

Yeas: Chairman Suffredin, Vice Chairman Silvestri and Commissioners Beavers, Butler, Daley, Gorman, Moreno, Murphy, Peraica, Schneider and Sims (11)

Nays: Commissioners Claypool, Goslin and Quigley (3)

Present: Commissioner Collins (1)

Absent: Commissioners Maldonado and Steele (2)

The motion to concur and confirm CARRIED.

Vice Chairman Silvestri, seconded by Commissioner Murphy, moved to receive and file the recommendation of the President (Communication Number 293931) with regard to the nomination of Norman Bobins to the Interim Board of Directors of the Cook County Bureau of Health. The motion carried.

Commissioner Daley, seconded by Vice Chairman Silvestri, moved to adjourn the meeting. The motion carried and the meeting was adjourned.


**YOUR COMMITTEE RECOMMENDS THE FOLLOWING ACTIONS
WITH REGARD TO THE MATTERS NAMED HEREIN:**

Communication Number 293931	Andrea Zopp	Nomination Confirmed
Communication Number 293931	Heather O'Donnell	Nomination Confirmed
Communication Number 293931	Barbara Hillman	Nomination Rejected
Communication Number 293931	Jorge Ramirez	Nomination Confirmed
Communication Number 293931	Quin Golden	Nomination Confirmed
Communication Number 293931	Benn Greenspan	Nomination Confirmed
Communication Number 293931	David Carvalho	Nomination Confirmed
Communication Number 293931	Daniel Cantrell	Nomination Rejected
Communication Number 293931	Norman Bobins	Nomination Received and Filed

Respectfully submitted,
Committee on Legislation,
Intergovernmental and Veterans
Relations


Larry Suffredin, Chairman

Attest:


Matthew B. DeLeon, Secretary

** The transcript and audio recording for this meeting is available from the Office of the Secretary to the Board, 118 North Clark Street, Room 567, Chicago, IL 60602.

**Presentation to the Cook County Board
Re Stroger Hospital
May 13, 2008**

**Good morning. My name is Lester Crown and I am
Chairman of the Civic Committee of The Commercial
Club of Chicago. Thank you for allowing me a few
minutes this morning.**

**We believe, as you do, that Stroger Hospital, and
the entire Cook County Bureau of Health, are essential
to the future health and well-being of the residents of
Cook County.**

**The Hospital and Bureau constitute a very large,
complex entity – operating within a complex web of
laws and regulations. To operate effectively, it needs a
Board which is experienced and independent.**

The Board you select should be balanced and should include a preponderance of people with expertise in finance, regulation and law –people with experience in how such large, complex organizations should be governed and managed.

The Board's recommendations do not have a sufficient number of experienced, senior-level business people who have served on Boards of large institutions or have been CEOs of such institutions.

Our judgment is reinforced by your own ordinance. Because you recognized that this is a large, complex entity, your ordinance requires that the nominees include persons with the (quote) “requisite expertise and EXPERIENCE in areas pertinent to the GOVERNANCE and OPERATION of a large and complex

healthcare system” (unquote). We agree with your ordinance – which is why we think you need more people who have served on Boards or have been CEOs of such large organizations.

What will happen if you do not get a more experienced, better-balanced Board? One thing that may very well happen is that you will find it difficult to attract the kind of highly-qualified CEO you need to manage the Hospital. Candidate CEOs typically consider carefully the makeup of the Board. Without a Board that includes experienced business leaders, many of the candidates you would like to recruit will have serious reservations.

We recognize it is your responsibility – not ours – to pick the Board. We are not suggesting that only

those we suggested are qualified. But as you review President Stroger's list, please consider the qualifications identified in your ordinance.

You need a Board that has the necessary experience – one that is independent – and which will act in the best interests of the citizens of Cook County.

With respect, I suggest that President Stroger's list, taken as a whole, does not meet the requirements of experience and independence.

May 13, 2008

Good morning. I am Eden Martin, President of The Commercial Club of Chicago and its Civic Committee. Thanks for the opportunity to appear this morning.

Thanks also, Mr. Chairman, to you and others for recognizing that Lester Crown was at the forefront of those working to create a new Stroger Hospital for Cook County.

In response to several questions asked of Mr. Crown, I'd like to emphasize that the issue today is not about the list of 20 which were submitted to President Stroger. The issue is about whether the list of nine chosen by President Stroger – taken as a whole – has the necessary experience and independence to serve as the Board of Health Services.

A. Mr. Crown's remarks go to the question of whether – as a whole – the proposed list of members of the Board of Health Services has the necessary experience and independence.

Looming above that is the more fundamental issue: do you want a board that has the necessary experience and independence?

B. It seems to me there are two alternatives, and which one you select depends on what you want the mission of the hospital and bureau to be.

- 1. If you believe the mission of the hospital is to provide first class health care – in a professional way – with efficiency and sound management – then there is no question that you will want a board and CEO with the necessary experience and independence to govern and manage a very large, complex organization.**
- 2. But if the mission of the hospital is to provide (a) jobs, (b) contracts, and (c) political benefits to people – then the**

**It says the Board is to pick a Chief who will have
“independent managerial authority for all entities within
the Bureau...” Key word is – “independent.”**

- 3. But if your objective is not high-quality service and
efficiency – but rather jobs and contracts – then the last
thing you will want is an experienced and independent
Board and CEO.**

**So what I think this comes down to is – what do you want? A
Board and CEO that will do everything they can achieve high-
quality professional medical service and efficient use of
resources?**

**Or a board that cares more about jobs and contracts – and
political muscle?**

CIVIC COMMITTEE
of The Commercial Club of Chicago

ATTACHMENT #3

GARY D. AHLQUIST
ANTHONY K. ANDERSON
BRENDA C. BARNES
CHRISTOPHER B. BEGLEY
THOMAS L. BERNARDIN
DAVID W. BERNALTER
HENRY S. BIENEN
*HON. ROD BLAGOJEVICH
NORMAN R. BOBINS
EDWARD A. BRENNAN
JOHN L. BRENNAN
WILLIAM J. BRODSKY
JOHN A. BUCK
JOHN L. BUCKSBAUM
JOHN A. CANNING, JR.
THOMAS A. COLE
E. DAVID COOLIDGE III
ELLEN M. COSTELLO
JAMES S. CROWN
*HON. RICHARD M. DALEY
WILLIAM M. DALEY
DEBORAH L. DEHAAS
JOHN A. EDWARDS
TYRONE C. FAHNER
W. JAMES FARRELL
THOMAS P. FITZGERALD
DENNIS J. FITZSIMONS
WILLIAM C. FOOTE
CYRUS F. FREIDHEIM, JR.
SUE L. GIN
JAMES T. GLERUM, JR.
RICHARD W. GOCHINAUER
RICHARD C. GODFREY
JAY L. HENDERSON
W. BRUCE JOHNSON
FRED A. KREHBIEL
EDWARD M. LIDDY
DONALD G. LUBIN
JULIAN C. MACK
JOHN W. MADIGAN
CHUCK MANISCALCO
CATHY MARTINE-DOLECKI
RAYMOND F. MCCASKEY
BRENDAN P. McDONAGH
LESTER H. MCKEEVER, JR.
ANDREW J. MCKENNA
W. JAMES MCNERNEY, JR.
MICHAEL H. MOSKOW
DAVID W. NELMS
WILLIAM A. OSBORN
ROBERT L. PARKINSON, JR.
SHEILA A. PENROSE
DONALD S. PERKINS
PENNY PRITZKER
THOMAS J. PRITZKER
FRANK S. PTAK
THOMAS J. QUINLAN III
PAUL REED
J. CHRISTOPHER REYES
LINDA JOHNSON RICE
JOHN W. ROGERS, JR.
IRENE B. ROSENFELD
PATRICK G. RYAN
JOHN F. SANDNER
TIMOTHY R. SCHWERTFEGER
SAMUEL C. SCOTT III
GORDON I. SEGAL
JAMES A. SKINNER
PAUL L. SNYDER
DAVID B. SPEER
HARRISON I. STEANS
CARL W. STERN
RUSS M. STROBEL
LOUIS B. SUSMAN
DEAN J. TEGLIA
RICHARD L. THOMAS
GLENN TILTON
MICHAEL J. TOWER
ARTHUR R. VELASQUEZ
DAVID B. WEINBERG
NORMAN H. WESLEY
LARRY L. WEYERS
B. JOSEPH WHITE
WILLIAM WRIGLEY, JR.
EDWARD J. ZANDER
ROBERT J. ZIMMER

*Honorary Members

LESTER CROWN
Chairman
JOHN W. ROWE
Vice Chairman
MILES D. WHITE
Vice Chairman
R. EDEN MARTIN
President

21 South Clark Street
Suite 3120
Chicago, Illinois 60603-2006
312.853.1200
312.853.1209 (FAX)
www.civiccommittee.org

April 17, 2008

Mr. Todd H. Stroger
President
Cook County Board of Commissioners
118 North Clark Street
Room 537
Chicago, IL 60602

Dear President Stroger:

I'd like to express my appreciation for your support of the Cook County Bureau of Health Services Ordinance and the work of the Nominating Committee in recommending candidates for the Interim Board of Directors.


As you know, one of the key recommendations of the Bureau of Health Services Review Committee was that Cook County's health care system requires top professional management. Given the nature of the problems facing the Bureau of Health Services, we strongly believe that the Board should include members with expertise managing large, complex organizations in difficult environments.

To that end, we would highly recommend the following candidates for the Interim Board of Directors: Warren L. Batts, Norman R. Bobins, Lester B. Knight, James J. Stukel, and Andrea L. Zopp. Each of these candidates possesses management skills and experience that will be vital to leading the Bureau of Health Services during this challenging time.

Having worked with your father to gain business community support for the construction of the new Stroger Hospital, I firmly believe that only through the creation of a truly professional Board of Directors will the promise of that earlier endeavor be fulfilled.

Again, thank you for all of your work in supporting this effort.

Sincerely,


Lester Crown

cc: Dr. Larry J. Goodman
Mr. R. Eden Martin

bcc: Mr. Laurence Msall



THE COMMERCIAL CLUB
OF CHICAGO

CIVIC COMMITTEE
of The Commercial Club of Chicago

GARY D. AHLQUIST
ANTHONY K. ANDERSON
BRENDA C. BARNES
CHRISTOPHER B. BEGLEY
THOMAS L. BERNARDIN
DAVID W. BERNAUER
HENRY S. BIENEN

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EDWARD A. BRENNAN
JOHN L. BRENNAN
WILLIAM J. BRODSKY
JOHN A. BUCK
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JOHN A. CANNING, JR.
THOMAS A. COLE
E. DAVID COOLIDGE III
ELLEN M. COSTELLO
CATHY COUGHLIN
JAMES S. CROWN

*HON. RICHARD M. DALEY
WILLIAM M. DALEY
BERNARD W. DAN
DEBORAH L. DeHAAS
JOHN A. EDWARDSON
TYRONE C. FAHNER
W. JAMES FARRELL
THOMAS P. FITZGERALD
DENNIS J. FITZSIMONS
WILLIAM C. FOOTE
CYRUS F. FREIDHEIM, JR.
SUE L. GIN

JAMES T. GLERUM, JR.
RICHARD W. GOCHNAUER
RICHARD C. GODFREY
JAY L. HENDERSON
W. BRUCE JOHNSON
FRED A. KREHBIEL
EDWARD M. LIDDY
DONALD G. LUBIN
JULIAN C. MACK
JOHN W. MADIGAN
CHUCK MANISCALCO
BRENDAN P. McDONAGH
LESTER H. MCKEEVER, JR.

ANDREW J. MCKENNA
W. JAMES MCNERNEY, JR.
MICHAEL H. MOSKOW
WILLIAM A. OSBORN
ROBERT L. PARKINSON, JR.
DONALD S. PERKINS
PENNY PRITZKER
THOMAS J. PRITZKER
FRANK S. PTAK
PAUL REED

J. CHRISTOPHER REYES
LINDA JOHNSON RICE
JOHN W. ROGERS, JR.
IRENE B. ROSENFELD
PATRICK G. RYAN
JOHN F. SANDNER
TIMOTHY R. SCHWERTFEGER
SAMUEL C. SCOTT III
GORDON I. SEGAL
JAMES A. SKINNER
PAUL L. SNYDER
DAVID B. SPEER

HARRISON I. STEANS
CARL W. STERN
RUSS M. STROBEL
LOUIS B. SUSMAN
DEAN J. TEGLIA
RICHARD L. THOMAS
GLENN TILTON
MICHAEL J. TOWER
ARTHUR R. VELASQUEZ
DAVID B. WEINBERG
NORMAN H. WESLEY
LARRY L. WEYERS
B. JOSEPH WHITE
WILLIAM WRIGLEY, JR.
EDWARD J. ZANDER
ROBERT J. ZIMMER

*Honorary Members

LESTER CROWN
Chairman

JOHN W. ROWE
Vice Chairman

MILES D. WHITE
Vice Chairman

R. EDEN MARTIN
President

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May 8, 2008

VIA MESSENGER AND
FACSIMILE TO 312-603-1154

The Honorable Peter N. Silvestri
Cook County Board of Commissioners
118 North Clark Street, Suite 567
Chicago, IL 60602

Re: Selection of Interim Board of Directors, Cook County Bureau of Health

Dear Commissioner Silvestri:

Stroger Hospital – and the entire Cook County Bureau of Health – are essential to the health and well-being of the residents of Cook County. The hospital cannot be allowed to close or deteriorate. However, if its financial problems are not rectified and its loss of critical personnel not stemmed, its situation will become even more precarious.

A strong, independent board and an experienced, knowledgeable CEO are indispensable to stabilizing and strengthening Stroger Hospital and the Bureau. On April 17, 2008, Lester Crown wrote to President Stroger on behalf of the Civic Committee of The Commercial Club of Chicago to recommend candidates for the Interim Board of Directors. (Copy enclosed.) On May 2, 2008, President Stroger announced his selections, rejecting three of the Civic Committee's nominees. It is now the responsibility of the Cook County Board of Commissioners to review the selections and confirm or reject them.

Stroger Hospital and the Bureau of Health together constitute a very large, complex organization. Knowledge of the communities served is obviously important, as is diversity of board membership. It is also essential that the members of the new Board have the necessary experience, expertise and independence to provide direction and guidance, and to select senior executive leaders of the institution. This experience includes knowledge of how complex corporations are organized and how they govern and manage themselves. The needed areas of expertise include finance, accounting, law and regulation, management and human resources, as well as health care and medical knowledge.



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The ordinance passed by the County Commissioners recognizes and underscores the importance of having these areas of experience represented on the new board:

The slated nominees ... shall include ... persons with the requisite expertise and experience in areas pertinent to the governance and operation of a large and complex healthcare system. Among these areas shall be expertise and experience in the fields of finance, legal and regulatory affairs, healthcare management, employee relations, public administration, and clinical medicine.

The nominees selected by President Stroger do not – as a group – satisfy these requirements for a balanced, experienced board. Norman R. Bobins and Andrea L. Zopp are excellent appointments. Although some of the other designees have expertise in areas of healthcare management and medicine, there appear to be too few members with the necessary experience in how large organizations work at the board level – how boards should function, how they are organized, and how authority and responsibility are allocated between a board and the executives operating a very large, complex business. Also, apart from Norm Bobins and Andrea Zopp, the group selected by President Stroger – although having some expertise in the areas of politics and unionized labor relations – lacks the balance of strong expertise required in the areas of finance, legal and regulatory affairs, employee relations, and overall corporate direction and management.

As pointed out in Lester Crown's letter of April 17, 2008, the Civic Committee highly recommended three candidates not selected by President Stroger. These are: Warren L. Batts, Lester B. Knight, and James J. Stukel. (Their resumes are enclosed.) Two of these are experienced senior business leaders, and one was President of one of the largest not-for-profit entities in Illinois, which operates both a medical school and a Chicago-area hospital. All three have significant experience in the health care industry. All three know how boards operate. They would bring needed balance to the new board.

Unless this imbalance is corrected by the Board of Commissioners, two unfortunate consequences may occur. One is that some of the members proposed by President Stroger may decline to serve. Board members rely on each other, and therefore consider very carefully the areas of experience and expertise represented by other board members before agreeing to serve. The second is that the new board may find it difficult to attract the top-level CEO and other executives needed to lead and manage the Bureau. Just as board members typically consider the

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makeup of a board before agreeing to serve, for the same reasons candidate CEOs typically consider the balance and experience of a board before assuming senior executive responsibilities.

No one can disagree with the proposition that the Bureau of Health Services – and Stroger Hospital – are vital to the health of the people of Cook County; nor can anyone disagree that it is vitally important to attract the very best, experienced CEO (along with his or her team) that can be recruited for Cook County. A well-qualified, balanced, independent board – along the lines described in your ordinance – is indispensable to such a successful recruitment. On the other hand, an under-experienced and non-balanced board lacking independence or significant expertise in many areas identified in the ordinance will make such recruitment difficult, if not impossible.

We strongly urge that members of the Board of Commissioners consider carefully the need for experienced board leadership as it reviews the recommendations of President Stroger.

The opportunity to fix the Hospital may not come again. An independent, experienced, balanced board is the key to getting it fixed.

Sincerely yours,



Lester Crown

Chairman, Civic Committee
of The Commercial Club of Chicago



R. Eden Martin
President, Civic Committee
of The Commercial Club of Chicago

Enclosures